



Effective Program Management

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SAIC / CDC Contract
IRMO



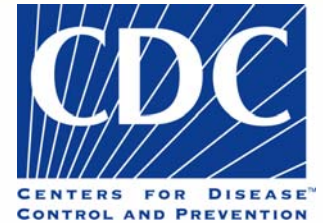
Agenda



- Program Management Defined
- Differences between Project and Program Management
- Levels of Effective Program Management
- Benefits of a Program Management Office
- Tools of the Trade
- How to Get Started



Program Management Office



What is it?

A central organization that directs, controls, and monitors projects for an enterprise, organization or program.

- A way to bring order to complex environments
- A vehicle to create, maintain and enforce standards of practice
- A tool to measure progress and problems
- A conduit between the detailed discipline of project management, and the big picture decision making and directional guidance of executives

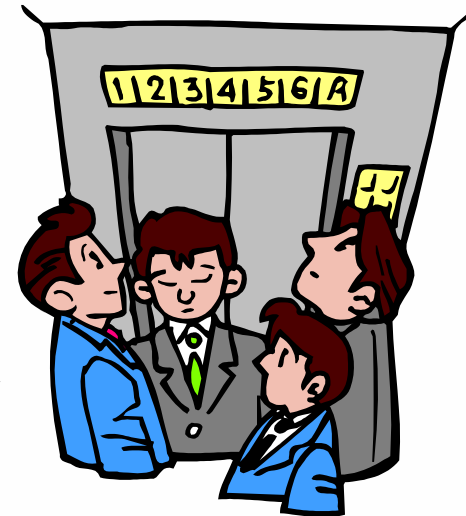


The Basics



The Goals are:

- Reduction of Risk
- Integration of Business Drivers
- Increase Project Management quality
- Facilitate Executive Information



“When the delay of a key project can doom an entire initiative, ..., a PMO can provide an “early warning system,” as well as recommend alternative solutions”

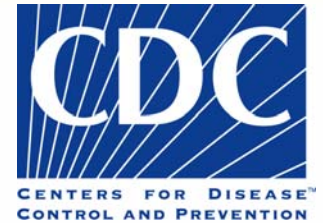
17 November 2003

Gartner Research

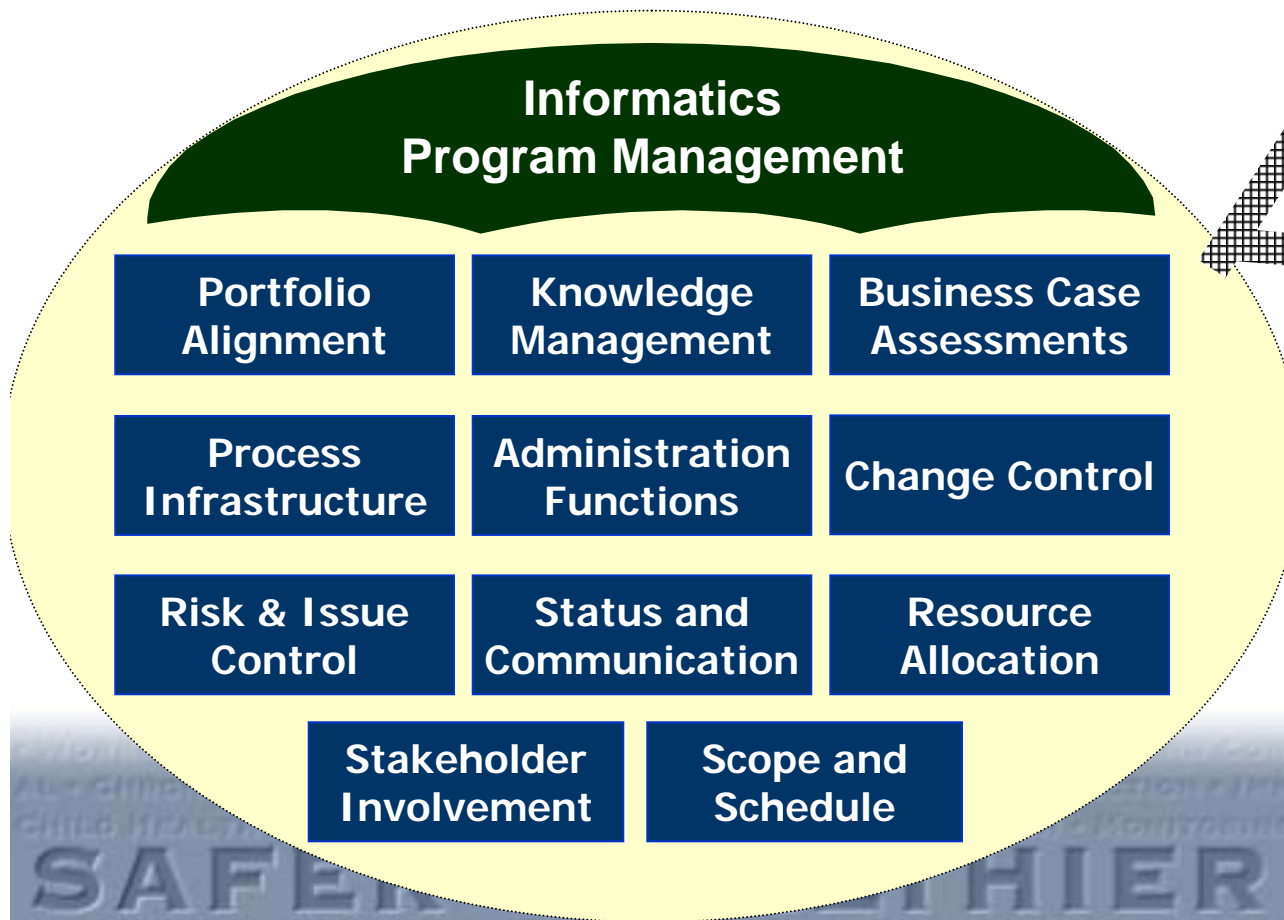
“Project Offices Are Key Components of IT Governance”

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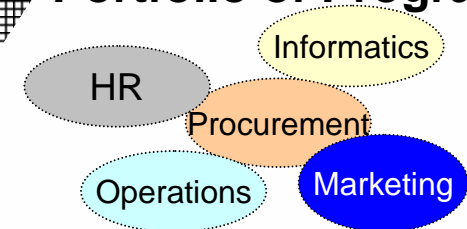
Project vs. Portfolio?



Metrics from multiple programs,
creates a portfolio



Entities
Portfolio of Programs



Project vs. Program Management



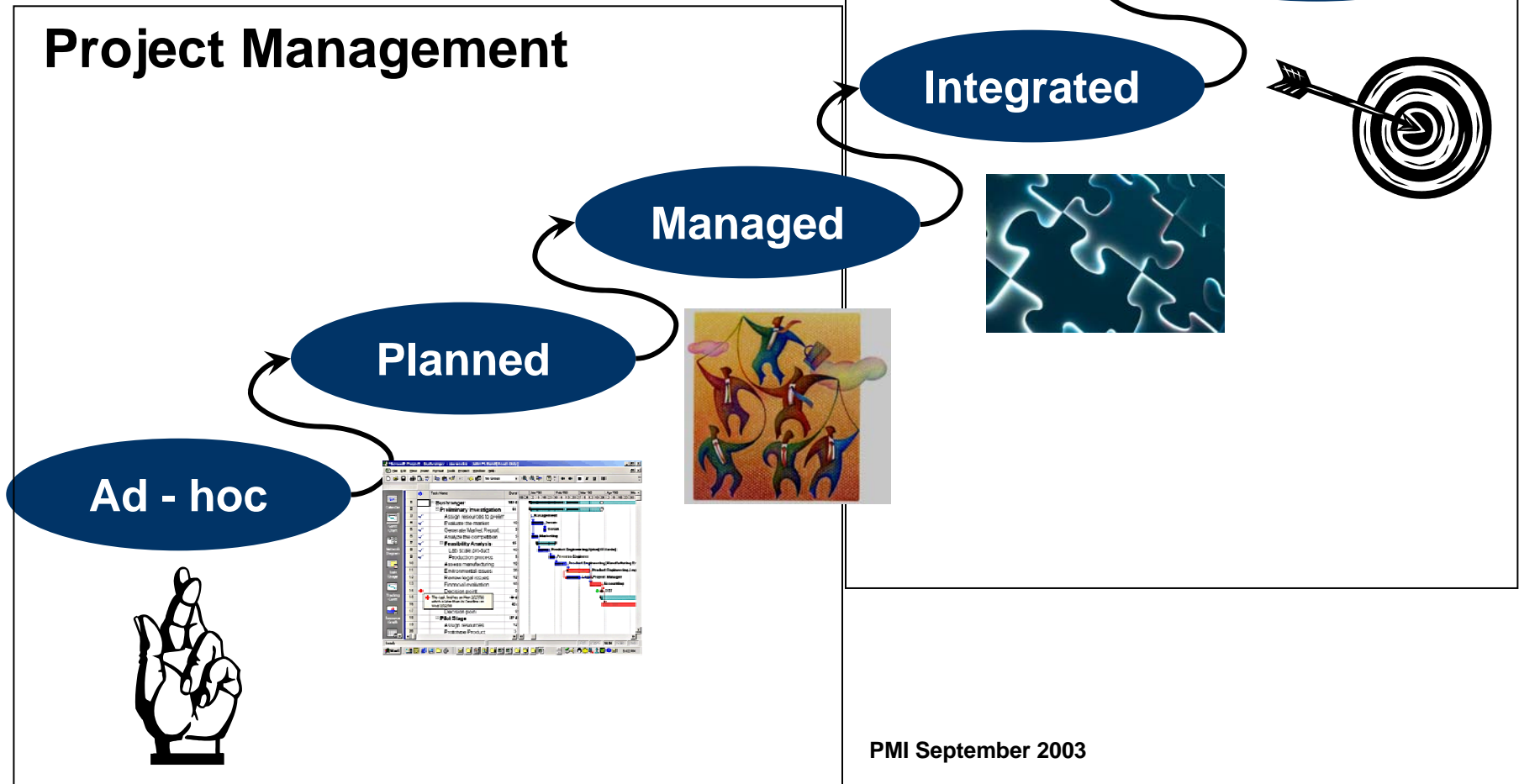
Project Management	Program Management
Has a start and end date	Operational – can be limited in time and tied to a group of projects or ongoing within an enterprise
Value based on targeted final deliverable	Value based on ongoing control
Focus on a specific goal	Focus on groups of related projects



Maturity Model



Where does your organization land?



Maturity Model



"In practice, three basic types of project office have emerged, which Gartner describes in terms of a "spectrum."

These organizational styles range from a repository, which collects and disseminates project management best practices and methodologies, to an internal consultancy model or enterprise project office, which directly provides project managers to run individual projects."

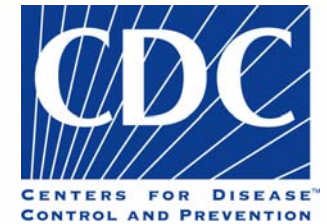
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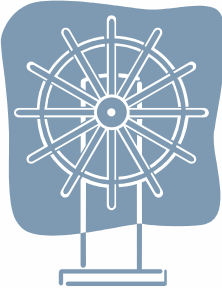


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The Project Office: A Spectrum of Organizational Styles



Benefits of a Program Management Office

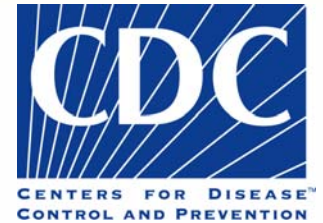


Productivity and Efficiency	Strategic Alignment Portfolio Planning	Executive Information and Direction	Communication and Culture change	Product and Delivery Quality
				



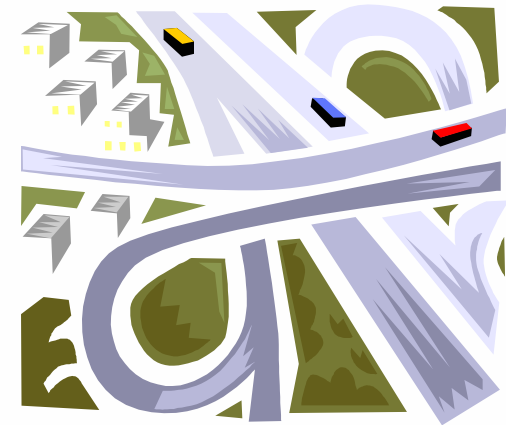


Productivity and Efficiency



The PMO is part of a **Project Based** culture

- ❖ Maintain the infrastructure of tools, policies and procedures
- ❖ Organizations that are primarily operations, struggle to create an infrastructure for project success
- ❖ Rewarding career tracks for project management





Productivity and Efficiency



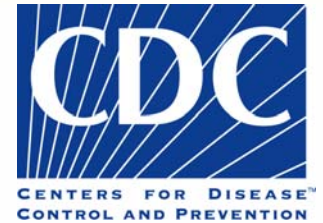
The PMO is responsible for resources allocation and creates a collaborative environment



- ❖ Right person for the right job
- ❖ Shared specialists, using but not over extending
- ❖ Reduction in meetings due to collaboration



Alignment

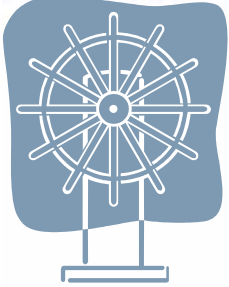


PMO should facilitate:

- ❖ Tactically, making sure projects that are dependent on other projects are moving forward appropriately
- ❖ Strategically, guiding the project funding and resources to best meet the mission of the organization

- Place the programs into the portfolio of initiatives
- Enables executives to focus sponsorship where needed

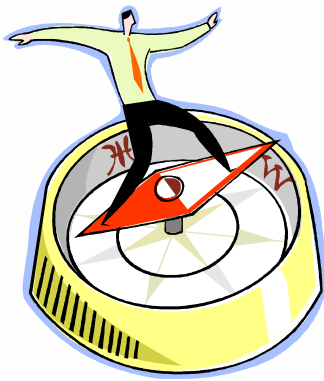




Executive Information



PMO moves information from projects to executives by:



- ❖ Presenting Project information in a concise format - Dash Boards, Roll Ups, etc...
- ❖ Easy access to for Status, Issues, Change, and Schedules
- ❖ Maintains the business case during changes



Communication and Culture



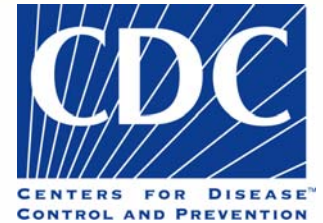
The PMO will own tools, methods and procedures to facilitate communication and the cultural change to a project methodology

- ❖ Format, support and require regular communications, between, within and outside of the actual project
- ❖ Support web-based discussion groups and web meetings



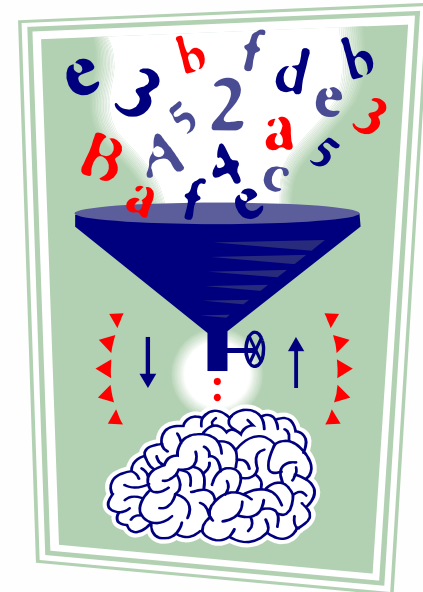


Product Quality



Knowledge Management

- ❖ Easier access to project knowledge
- ❖ Facilitates the transition from a project to an operational model
- ❖ Reuse of project tools and best practices



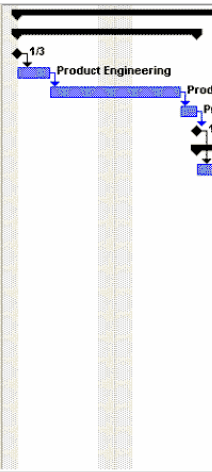


Product Quality



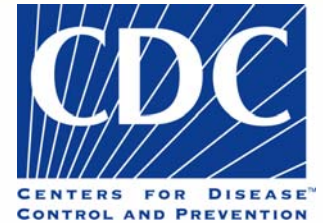
Disciplined Project Management

New Product Development Template	766 days
Initial New Product Screening Stage	9 days
New product opportunity identified	0 days
Describe new product idea (1-page written dis	2 days
Gather information required for go/no-go decisi	6 days
Convene opportunity of screening committee (d	1 day
Decision point - go/no-go to preliminary investig	0 days
Preliminary Investigation Stage	53 days
Assign resources to preliminary investigation	1 day
Develop preliminary investigation plan	5 days
Evaluate the market	10 days
Analyze the competition	5 days
Technical Feasibility Analysis	20 days
Produce lab scale product	10 days
Evaluate internal product	5 days
Identify production process steps required	5 days
Assess manufacturing capabilities	10 days
Determine safety issues	10 days
Determine environmental issues	10 days
Review legal issues	10 days
Perform financial evaluation	10 days
Develop risk analysis	5 days
Draft initial development stage plan	10 days
Conduct preliminary stage review decision	2 days



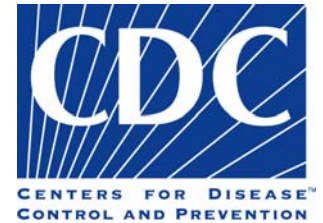
- ❖ Manage Risks
- ❖ Assign Resources
- ❖ Manage Change
- ❖ Task and Budgeting
- ❖ Align priorities

When Can a PMO Help?



- ✓ Resource allocation does not equate to your business priorities
- ✓ Executives do not have the understanding of projects to support decisions
- ✓ Change in your organization is happening too fast for your culture to absorb
- ✓ Lack of standard methodology is increasing the risk
- ✓ Projects are being completed over distributed team, need for collaborative tools

Tools of the Trade

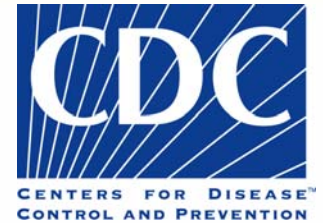


Collaborative Software is the hub tool:

- ❖ Knowledge Management
- ❖ Team Collaboration
- ❖ Project Management Standardization
- ❖ Dash Boards
- ❖ Issue and Change Management



Critical Success Factors



Tools alone **will not** create success.
The two most important items are:



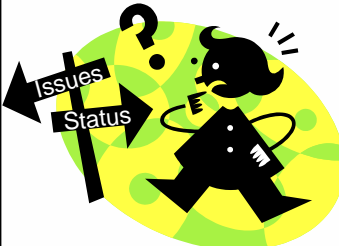


1. Executive sponsorship
2. Appropriate staffing



Starting a PMO

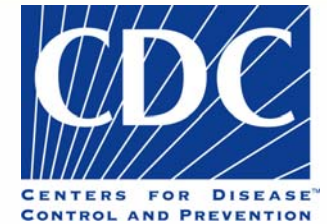


Key items to consider:

Sponsorship and Empowerment	PMO Team Organization	Phased Approach	Functional Overlap	Getting Value
				



Sponsorship and Empowerment



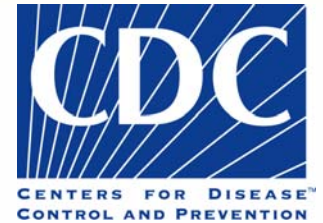
PMO should be part of the executive team and a resource the project managers

- ❖ Avoid just being a repository
- ❖ Work with current best practices within your organization
- ❖ Sponsorship / Sponsorship / Sponsorship!

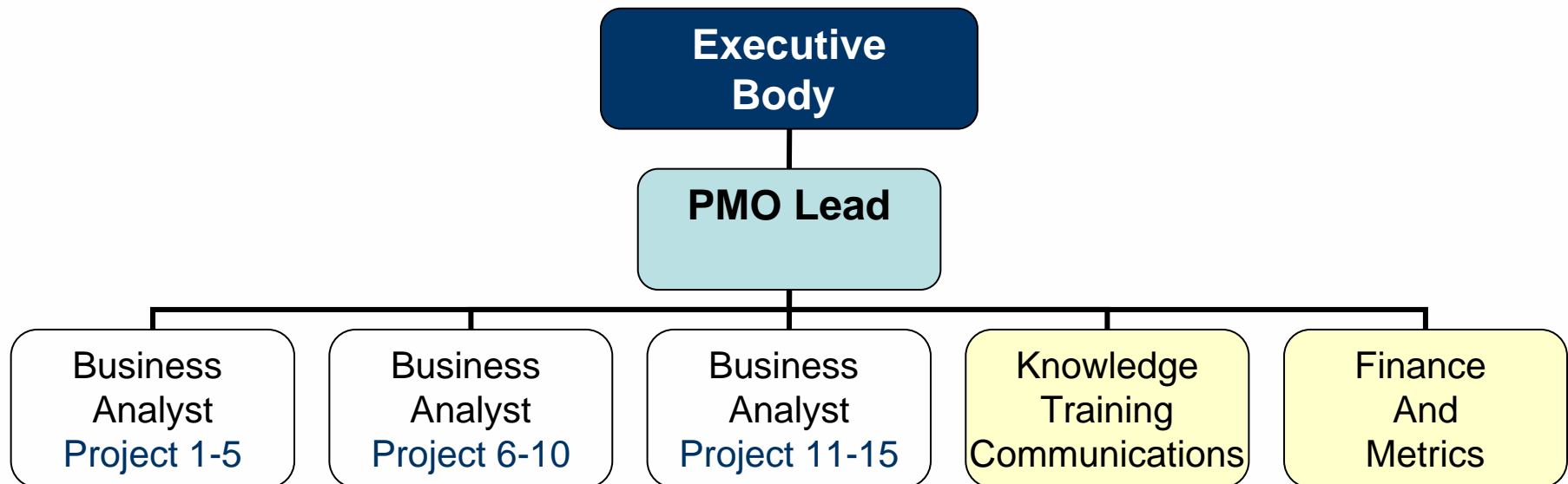


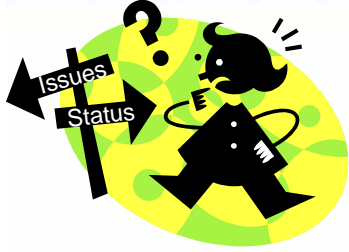


Team Organization



Depends on the organization and project complexity one, of many, potential models:





Phased Approach



Prioritize the needs of your organization and its ability to adopt

1. Determine projects that will be in the program
2. Select your priorities - Status Reporting, Issue Management, Change Management and Budgeting
3. Determine required level of Project Management
4. Start the knowledge management program





Functional Overlap



Best of breed verse an integrated solution

- ❖ Ongoing projects already have established policies, procedures and tools
- ❖ Software development tools and project management tools will overlap (a Software Bug v. a Project Issue)
- ❖ Specialized tools verse integrated collaborative tools





Where is the Value???



Actual dollar value is hard to determine,
value will grow over time

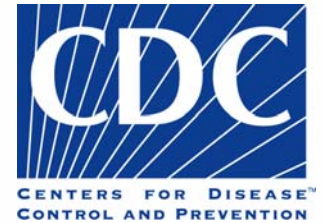
Value

- ❖ Properly aligned business and project objectives
- ❖ Disciplined Risk control
- ❖ Timely and relevant information for decision makers
- ❖ Decreased project start up cycle
- ❖ Higher quality project management

Costs

- ❖ Staffing
- ❖ Change in Organization
- ❖ Bureaucratic overhead
- ❖ Tools (low cost)

Bottom Line



Gartner

“Bottom Line: *The project management office (PMO) concept has gained wide acceptance during the past four years. It can be implemented in a variety of ways — a one-size-fits-all strategy for setup and operation is unlikely to work. Enterprises should select approaches that match the urgency of their needs with their level of project management maturity and their governance styles.”*

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Questions?



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